The Power of Social Technology

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http://thepowerofsocialtechnology.blogspot.com/
Acknowledgments

In 10 short weeks, you have Twittered, Facebooked, created videos, leveraged YouTube.

You have asked much of your friends and family - as you have created and tested your own hypotheses on how your personal voice comes across in social technology.

You have learned to be there, be present, be vulnerable, be surprised, be honest and be brave.

You have learned to observe and listen, to tell stories, and to think small.

You have absorbed a framework.

You have absorbed the skills.

You have changed at least one life.
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Introduction

THE DRAGONFLY EFFECT¹: MINDSET AND METHOD

For many of you, this new world of social technology may be foreign and unexpected. And even for those of you who participate in social technology, you may not have had a chance to engage with social technology as a tool for purposefully spreading information. With this in mind, we’ll be approaching the syllabus from two perspectives: First, we will convey some of the mindsets fostered through the culture and thought patterns of those who use social technology successfully. Second, we will explore specific methods and tools used to approach problem solving in social technology.

To do so, we'll be making use of the Dragonfly Model - based on the idea that there are four components to any successful campaign – Focusing your Goal, Grabbing Attention, Engaging Your Audience and (Enabling Others to) Take Action. As we move through the class, we'll be thinking about how our class meetings map to the Dragonfly Model and push you to rapidly launch prototype experiments that can lead to positive infectious effects. Like throwing a stone in a pond, you will create impact that ripples outward and over time.

Dragonfly Model: Focus + GET

- **Focus** How to identify a single concrete measurable goal
- **Grab attention** How to grab attention
- **Engage** How to engage your audience, creating personal connection
- **Take action** How to enable and empower others to take action

¹ The dragonfly is the only insect that is able to move in any direction— with tremendous speed and force— when its four wings are working in concert. In this class, it serves as an identifier and organizing idea to embody the harmony and effectiveness of the people who, through the pursuit of their causes, discovered its underlying truths. The Dragonfly Effect is what happens when you coordinate four skills (or wings) to achieve disproportionate impact.
We’ll cover both the mindsets (theory, substantive insights and stories) that people bring to these areas, as well as the methods (tools, processes and techniques) that people use for enabling action and effective mobilization.

CHANGE THE WHOLE WORLD

Empathy

POV

Ideate Solutions

Target Behaviors

ACTIONABLE SOLUTION

SMALL, CONCREATE AND MEASURABLE
Grab Attention

Crafting a message that will grab the attention of your target audience. There are three key components of "attention-grabbing" to consider:

1. **Personal connection** – it is what is of relevance or interest to target audience
2. **Surprise** – is what is out of the ordinary, inconsistent with expectations
3. **Visualization** - leads to a physical or visceral reaction because it is visually apparent

These elements of attention-grabbing may be easier or harder for certain projects. For some projects, the visual representation and "shock value" will be easy to develop, but the personal connection piece will not come as easily. If we all think about our attention-grabbing ideas in a similar framework and attempt to address each of these three elements, we can hopefully learn from each other and use similar ideas.

**Responsibility**

What is meant by responsible attention-grabbing? Or better asked, is there an irresponsible way to grab attention? As discussed at the virality bootcamp, the standard vices of sex, power, fame, etc. are wonderful ways to induce virality. Why? Because they grab attention. It's hard for most of us to imagine someone or something that is too sexy, too powerful, or too famous. With such salience, sex/power/fame cut through the most over-stimulated environment we could imagine.

The reason we must concentrate on responsible forms of attention-grabbing is that our purposes are only fulfilled if the attention-grabbing leads to more. As only the second of four wings of the dragonfly, if something goes awry in the attention-grabbing phase, we are unlikely to experience the "engagement" and "action-taking" that we ultimately want. Shocking photos or funny phrases may be completely appropriate and would most strongly lead to viewer engagement and action. But for others, organizations like Kiva (http://www.kiva.org/) will serve as models of effective ways to stand out from the crowd and grab attention in a socially-responsible way.

**Design principles**

**Be short** - whether it is a video or a tagline. Brevity keeps people's attention.

Dove's Real Beauty campaign was based off of a brief video
Use viral networks
   Have people send it to their friends

Make it personal
   Add people’s names to emails and promotions

Own a color or image
   Breast Cancer – pink
   Apple – white
   Lance Armstrong - yellow

Be Brief
   Keeps attention; harder to tune out.

Why Differentiation is Important. Strong brands have four assets:
  Differentiation - how distinct is the brand
  Relevance - how meaningful is the brand
  Esteem - how much do people respect the brand
  Knowledge - how intimate do people feel with the brand

   It is important to have more differentiation than relevance, and more esteem than knowledge.
Engage

Fall in love
Well loved brands: Coca-Cola, Sony, Apple, Nike, Hershey, Pepsi, Levi’s

Falling in love is different from being in love.
Once you have people engaged, another piece of getting people to stay in love with your cause is to listen. What do people want? What do they care about?

Choose your words carefully

- Positive words compel people forward (Emotions invoked: empathy, happiness)
- Negative words can be motivating, but don’t stick as long as positive words. (Emotions invoked: fear, anger, guilt)
- Needs to be appropriate for the subject and context
  - Powerful use of negative emotions in the right context is very important. This class is focused on getting others to take action, negative emotions are extremely effective at this.
  - The use of negative/positive words is effective. For example, two words that are not aligned are at times very powerful (“i.e. peaceful energy”)

The importance of authenticity when you are asking people to engage.
Think: controversial Fiat ad that publicizes the plight of activist and 1991 Nobel Peace Prize winner Aung San Suu Kyi who is under house arrest in her country of Myanmar.
"...besides Fiat not gaining permission from Suu Kyi to include her in the ad (Fiat claims it was impossible given her imprisonment), some feel that because Fiat is not providing any direct help to Suu Kyi (despite reaping enormous returns due to its virility) they are exploiting her for their gain.” – Shal
### Take Action

"As we saw with the Help Sameer campaign, portraying [a heavy] issue in a more [positive] light-hearted nature can be extremely effective to get people to take action."

"So go ahead. Don't be shy. Call to action."

#### USING SOCIAL MEDIA TO SAVE LIVES: HELPVINAYANDSAMEER.ORG

**Grabs Attention**
- Celebrities
- Tons of media
- Bold messages

**Engages**
- Videos & photos
- Powerful stories
- Blogging

Inspire Others to **Take Action**
- 1-2-3: Register, hold a drive, spread the word
- Consistent message across all media
- Dummies Guide

[http://www.helpsameer.org/strategy/](http://www.helpsameer.org/strategy/)
In less than one year, Robert Chatwani helped create a viral multimedia social technology campaign to increase the number of South Asian bone marrow donors in the United States. Robert and his friends launched the registration campaign with the hope of saving the lives of their friends Sameer and Vinay (www.helpsameerandvinay.org). Although they sadly lost both Sameer and Vinay in 2008, nearly 80 other South Asians in the Bay Area alone received bone marrow transplants as a result of their efforts. It is likely that even more life-saving matches were found in the 24,000+ pool of new donors.

Five of Robert’s campaign “lessons” were:

- Your campaign, website or platform must have a clear path to action. It will fail if it is not easy for people to do what you are asking them to do.
- No one should have to ask you for permission to do more with your campaign. Make it accessible and replicable.
- Measure one and only one metric in evaluating the success of your campaign or effort. The rest may be important, but it is also distracting.
- Don’t fear failure. Just be sure to let others know you are failing so that they can help you succeed.
- Don’t ask for help from others; tell them what you need them to do.

For those skeptical about the practical uses of social technology, his story presented a particularly compelling piece of evidence to the contrary.
Focusing Your Goal: The d.school method for discovering your consumer’s POV

You usually think, “We’ll create a prototype and approach potential consumers to see what they think of it.” We won’t ask them questions about themselves (who cares?); rather, we'll solicit their solutions for making our product better. With that information we’ll iterate, prototype and iterate. Confident in our product, we'll launch it.

This process is standard, right? Yes. But, guess what? You can do better. Much better.

According to the d.school experts, no matter how smart we are, we can never know someone better than she knows herself (especially if we don't talk to her or endeavor to understand her). Listen to what she says, observe what she does, with enough observation you can start to understand how she feels, and guess what she thinks. Using this information, you can unearth insights not only about this individual, but about other people like her. Equipped with knowledge of the consumer, her needs, and insights about her, you can create a Point-of-View Madlib. It looks like this:

[USER] needs to [USER’S NEEDS] because [SURPRISING INSIGHT]

You can't tell from looking at it, but this sentence is a powerful tool; it's an actionable problem statement that can be used to launch ideation! Who would have thought to start with the consumer? It makes sense though-- you need to sell to her, so why not get to know her? Use empathy. Listen. Look. Stay quiet. Let yourself go.

Simple mapping the POV

[USER . . . (descriptive)]
needs
[NEED . . . (verb)]
because
[INSIGHT . . . (compelling)]
Using Social Technology Effectively – Beth Kanter

1) **There is a plethora of social media tools available, and the best way to** learn to use them is to experiment through low-risk campaigns. As Beth outlined the tactics of each of her campaigns, she highlighted that she always used free tools that ordinary consumers could leverage to further drive and maximize her campaign. This illustrated Professor Aaker’s mindset that marketing is moving away from controlled settings and into consumers’ hands. The key tools that I will be using more frequently are: Flickr, Twitter, Bit.ly, Facebook Notes, YouTube, a Wiki, Tweetdeck and Screencaster.

2) **Listen and track to create learning loops in order to improve your campaign.** While spreading the word about your campaign is important, the lessons you learn post-campaign will help you structure and recreate future campaigns. As a result, Beth recommended that students track their social media impact by using a variety of media tracking tools such as Twitanalyzer or “What the Hash Tag?” Moreover, conversion rates towards action must also be measured. Most insightful was Beth’s discussion about how, after her first campaign, she asked friends who didn’t participate why they didn’t and used those insights to develop her next campaign. There’s nothing like direct feedback from your target market!

3) **Social capital can be just as powerful as financial capital.** Last, but not least, Beth, and her personal brand, served as a powerful example of how to build, maintain and leverage social capital. Moreover, she proved that social capital itself, in this tech age, can be more valuable than financial capital because of the power of social technology.

**Be Effective!**
Ideas Worth Sharing – Avinash Kaushik

Don’t Stink – don’t get enamored by shininess and think about measures such as bounce rate that indicate how much your website sucks! Use analytics and data to strip features away from bad sites to make them better.

Outcomes, Baby – clearly define quantifiable success metrics. Learn to focus on micro conversions that add up in the long-term to help you achieve your macro-goal. Quantify the value of your assets to help you measure the economic value you’ve created based on your goals. Finally, think about how to have your message amplified – your strategy should be not to shout but to share.

Listen – your goal should be to understand your audience and identify “segments of discontent”. Surveys are a great tool and the best surveys have three simple questions –

* Why are you here?
* Were you able to complete your task?
* If not, why?

Fail Faster – learn to be wrong; quickly! Leverage social media to be able to do this. Keep in mind that the problem is no longer budget or access to tools; it is the will to get good at it.

Read more about Web Analytics and Avinash’s philosophies at http://www.kaushik.net/avinash.
Tips on Twitter – Sarah Milstein

“Follow Smart People”
- Look on their lists of topics you’re interested in
- Search on google adding “twitter” and you will find twitter posts & people posting interesting things

“Share Valuable Stuff”
- Goals for Twitter (esp. for professional purposes)
- “With few exceptions the worst mistake a ‘business blog” can do is blog about themselves.
- Pay attention to “Trending topics” on search.twitter.com – information and events that you may not know about.

“Share Yourself”
- Connect with others

To elaborate:

1. Follow the thought leaders in the industry you are in as well as in topics you are interested in
   a. How to find these smart people:
      b. Click around, look at lists, for example @timoreilly has c. list of people important in industries he is interested in
      c. Use the directory “listorous” (http://listorious.com/)
      d. Google what you are interested in followed by “twitter” ex Google search “sustainable food twitter”
      e. Do twitter search, (search.twitter.com), you don’t need to go through your own account. Advanced search allows you to search for people, what is important to them, messages that contain names, links, companies, etc

2. How to create effective posts:
   a. Share VALUABLE posts, not just what you had for breakfast but info that will be of interest to others.
   b. “With a few exceptions, the worst mistake a “business blog” can make is to blog about the business.” Don’t talk about yourself all the time. Talk about what would be interesting to those you are trying to reach.
   c. Attach links to other sites that are helpful/ relevant to others, help people find really great stuff
   d. Share tips on twitter
   e. Think of twitter as a conversation not a broadcasting, direct a lot of messages to other people, reply just to them ie “@jeident xyz” will show up in my feed, if the posting starts with a name it only shows up to them and the people following both
   f. Retweet, say RT @sarahM and repeat what they said which is a way to show respect for someone on twitter and a way to thank people

3. How to get in touch with Sarah: http://twitter.com/Sarah
**Engineering Virality Bootcamps – Julio Vasconcellos**

- **Viral Factor** = X \* Y \* Z (if 1 > then it’s viral)
  - X – Conversion Rate (percentage of invited users who install the app)
  - Y – Engagement Rate (percentage of users who invite at least one friend)
  - Z - Invitation Rate (average number of invites sent per engaged user)

- Average Annual Revenue per User (AARPU) determines your acquisition strategy
  - Monetization > $X: SEO – pay per users on Google
  - Monetization < $X: Free user referrals

- Key blogs to read:
  - [Dave McClure](http://500hats.typepad.com/)
  - Andrew Chen
  - Sean Ellis
  - Steve Blank
Visual Storytelling – Duarte Design

*The Golden Rule: never deliver a presentation you wouldn’t want to sit through.*

**Presentation Slidemap**

- What are they like?
- Why are they here?
- What keeps them up @ night?
- How can you solve their problem?
- What do you want them to do?
- How might they resist?

**The presenter: Common Ground**

1. Shared experiences
   - What do you have in common; memories, historical events, interests?
2. Shared Values
   - What do you value personally and collectively?
3. Shared Goals
   - Where are you headed in the future?
   - What outcomes

**Stories... Motivate – Inspire – Persuade**

- Presentation Arc – with a Big Idea, From where am I moving the audience, and To Where am I moving them?
- Star Moment – Something They’ll Always Remember

**How to present data**

(if you have a lot of complex data, put it in a handout, and focus on the simple data that you want to focus on)

- Keep it simple
- Tell the truth (make sure your data conveys what you need it to!)

Kiva is a micro lending website filled with pictures and stories of entrepreneurs in need of funding.

Kiva’s mission is to connect people through lending for poverty alleviation.

Jessica Jackley co-founder of Kiva.org was a former temp at the Center for Social Innovation at the Stanford GSB and went Africa to help document effects of micro grants. She started Kiva.org with her husband to do what they could in micro-finance. She then started her MBA at Stanford in 2005 and during that time Kiva got picked up by 300+ bloggers. They made $500K in loans during her first year at the GSB. Today Kiva’s loaned more than $120M in micro-finance.

• Don’t over-think risks
  o During it’s inception Kiva hit a flurry of potential issues—from the dangers of East Africa to the threat of the Patriot Act and inadvertent funding of “terrorist groups”
  o basically explain what you’re doing, people will get it, and things will be okay
• People need to believe in their power to change the world
  o Earlier in her life, Jessica saw poverty as an overwhelming issue requiring a never-ending stream of handouts—making donors feel powerless.
  o An alternate view, presented today, is that micro-finance unlocks the tremendous potential of entrepreneurship living in poverty reach self-sufficiency through capital. And that capital gets recycled to help more people. Big difference.

Eyes / Zoom

Jessica projected a close-up shot of a woman, calling attention to previous associations of such images with poverty as well as the ambiguity of the woman’s expression. Just as this picture began to elicit feelings of guilt and possibly pity, Jessica zoomed the picture out from the close-up of the woman.

Now the woman sat in the middle of a market, surrounded by tremendous amounts of ripe produce. Suddenly, the new information conjured feelings of curiosity, respect, and intrigue.
Insight: additional information and the presentation of your story are influential to the meaning.

**What’s worked for KIVA**

**Grabs Attention**
Real people! Every person has a story:

![Sample image of real people giving loans](image)

- Designed for everyday people, not affluent experts
- Talk in a language your audience will understand
- Get press, generate buzz
  - <sample images: blogs, newspapers, tv stations>

**Engages**

- Rich user generated content, changing fast...
- Keeping the faith through honesty and truth

**Gets People to Take Action**

- Kivapedia – wiki
Companies need to have the confidence and humility to give up control (or perhaps more accurately give up the illusion of control). To do this, leaders must:

1) **Create a culture of sharing** - The company must become comfortable sharing information both internally with its employees as well as externally with its customers.

2) **Build trust and manage risk** - A company should decide the rules and parameters of their social media “sandbox.” This may mean that only three people can contribute to the company twitter account or it could mean that everyone can contribute. The company must decide what it feels conformable with.

3) **Understand the potential of new lifetime value calculations** - Social media gives companies access to new data that can allow them to assess their customer value in new ways. The can assess the value of customer referrals, customer recommendations or insights, the value of supporting other customers, as well as the value of customer driven innovation or ideas.

4) **Organize for openness**: Is the company going to adopt an organic, centralized or coordinated approach to its use of social media?

5) **Plan to fail well** - Companies should develop mitigation and contingency plans in case things don’t go as planned.
Facebook – Randi Zuckerberg
3 tips for facebook presence

1. Virality (tagging)
2. Video
3. Insights (understanding your fans)

Virality:
Virality on facebook is driven by tagging. Tagged friends and fan pages on shared content appears in users' newsfeeds, which allows other network members to see it and subsequently share it. Lenny Kravitz who hires photographers at his concerts, posts those images on his website, and allows fans to easily tag themselves which drives traffic to his page.

Video:
Make sure you upload the video into FB and not just have a link on YouTube - it keeps people on FB instead of sending them off-site and losing them. CNN was an early live streaming partner with facebook. The live stream of Obama's inauguration within facebook allowed friends to simultaneously watch the speech and discuss it with their friends.

Insights:
Facebook's insights - similar to Google Analytics. Revealing preferences allows for customer targeting and segmentation like never before. It allows organizations to precisely understand who and where their constituents are, what they care about, and how to better reach them.

Randi’s thoughts on 2010 trends:

1. Crowdsourced Philanthropy - Target, Chase, and Pepsi Refresh have all used crowdsourcing on facebook to direct charitable contributions
2. Facebook Connect - sites such as the Huffington Post and others are able to drive more traffic and create more user engagement by incorporating facebook connect
3. Facebook data explored for good - using the power of insights to create novel solutions to previously intractable issues
From Newbie to Quentin Tarantion in less than 2 hours

The Video Bootcamp with Jacob Klein, Enrique Allen and Ben Hess

1. Editing video, Jacob Klein

Audio: Finding the appropriate music can make or break the video. Instrumentals work better. Listen for moments of change in the music.

Visuals: Look for a moment in the interview with an individual that defines them. You want to look for little smiles and pauses that share who they are as a person.

Structure:
- Bookends: Introduce something in the beginning that comes back at the end.
- L-cuts: Don’t cut audio and video at the same time. Cut away from an image, but keep the voice going. This will help the video feel smoother.
- Ratio of dissolves to cuts. One isn’t better than the other, but need to pay attention to the balance. Dissolve usually works better for slow music.
- Can use still, but need to add movement (i.e dropping text onto a still). Ken Burns effect moves frame across a photo or still frame.
- Titles: use one or (at most) two fonts.

Tip in action: Have the audio of a person before you show their face, so the audience gets used to hearing their voice. I saw this tip in action yesterday after class during the filming of Condoleezza Rice in GSB Bishop.

2. Video’s role in persuasion, Enrique Allen

Can your video pass Enrique’s test:
- good enough to pass the friend & stranger test.
- have clean, clear audio.
- have a call-to-action.
- be 2-minutes or less.
- well-planned.

Triggers can be hugely important, especially when our medium is a link that we hope to make viral!
3. Video production, Ben Hess

Some critical tips on framing (also extended to photography):

- Watch eye line.
- Mix different range of shot.
- Establishing, medium, CU.
- Faces, hands, eyes.
- Rule of thirds.

Use the rule of thirds to achieve better composition. By not placing the subject in the center square, the arrangement will be more balanced and pleasing to the eye.
Skill 1: Deep Dives, Need Finding – Be an Anthropologist

an·thro·pol·o·gy [an(t)-thrə-ˈpä-lə-jē]: study of people

eth·nog·ra·phy [ˈeθ-nōɡˈrə-fē]: Ethnography = methodology and epistemology; praxis = participant observation; theory = holistic approach to people and practices

Cultural Practice
The manifestation of a culture or sub-culture
What is needed for cultural survival

Shock
Moments of shock are important. They help us find our own biases and our senses of the way the world should work.

Stories (Brevity – 6 words)
- "For sale: baby shoes, never worn" - Hemingway
- "Couldn’t cope so I wrote songs." - Aimee Mann
- "Beautiful, thin, hungry - or leave." - Entourage
- "Birth, childhood, adolescence, adolescence, adolescence, adolescence." – Unknown

Three Methods
1. Bring a bag (with gift, and an opening question)
   Bag with recording devices that are situation appropriate i.e. camera, video, watercolors, and note taking tools
   Gift, such as complement, joke, lifesaver, leave behind, gift for someone they care about
   Good opening question: “What did you do yesterday?”
      Opening Questions (for kids)
      Offer something about yourself
      Invite their best friend along
      Ask for a house tour
      Ask kids what they would buy with $10
      Describe project as ‘top secret’ (if true)
      Make them laugh

2. Collage and quotes
   How: Take camera with you at all times, cluster photos. Pair this with quotes (not summaries)
   Why: Lets insights be revealed, and naturally categorized.
   Nuances to complement

3. Keep “bug list” or “idea wallet”
   How: Keep anywhere easy (e.g., PDA)
   Bug list = negative. Record things that seem broken.
   Idea wallet = positive. Record any surprises, things that make you laugh. Can keep in PDA
Why: Reveals problems to be solved, born from negative & positive

Observe

Photos and Quotes
  Provide color, context
  Take camera with you at all times, cluster photos. Pair this with quotes (not summaries)
  Lets insights be revealed, and naturally categorized.

How to do Ethnography in 5 easy lessons (which aren’t ever really easy)

Be There. Ethnography is about dislocation, movement, the place; you need to feel a bit shaken or dislocated. You need to BE there. Being there gets you:
  Symbols & iconography
  Intangible sensory input: Color, sound, smell

Be Present. Catch details of the moment, focus on nuance. Don’t just watch, do.
  Engage with people
  Turn off your phone, log-out, change gears
  Read papers, eat local food, keep local hours
  Talk to people
  Make sure you record it all in some way that works for you: Notebook, camera, etc.

Be vulnerable. Leave your comfort and notions behind. You are not the expert here.
  Let yourself be open, overwhelmed. You aren’t the expert here.
  You should feel uncomfortable or at least off balance.
  Be open to other people. If you ask questions, they might too
  Be truthful and disclosive as appropriate (but this isn’t about you)
  Be quiet and still
  Be overwhelmed

Be surprised. If you know what’s going on, it’s time to go home.
  Challenge your own assumptions
  Suspend your need to make sense of it all
  What sticks out? What doesn’t?
  Be willing to ask stupid questions and get it wrong
  Keep track of what is surprising you: Use photos, maps, narrative

Be honest and be brave. Tell the stories you hear. Be creative about presenting material. Be true to what you saw and were told: What would the people you worked with think/feel if they heard you talk?
  Resist the 1 foil/20 word summary
  It isn’t about the ‘answers’; it’s about context setting and the right questions
Skill 2: Tell a Story

Lessons in Storytelling from Casablanca

How does Casablanca hold viewer’s interest so long?
Multiple sub-plots. Peaks and valleys in story line.
One plus one plus one plus one plus one equals one BIG ONE.
Multiple stories add up to one big story.
Most movies have an interceding event that takes place in the first five minutes. In Casablanca, it’s when Ilsa enters at the 34-minute mark.

Important Points

Less is more
2 things max
Brevity makes the audience feel respected
Brevity mystifies

Audience focus
Make sure that you are not coming across in a way that you couldn’t predict
Own your audience.
Watch the audience watch your film / audio/visual work: The only time audience does not lie is when they are watching a movie.

The power of quotes
Don’t interpret. Become their voice.

Power of an invitation. And a thank you.
Primacy matters. So does recency.

The Importance of one-liners
One-liners: lines communicate the souls of characters very efficiently – they are effective, terse. i.e. “Here’s looking at you kid” (there is weight in the context of the film)

Three tiny words can change a character (e.g., “A Bug’s Life”)

Why Story Telling (in Business) is Important

The spirit of revolution already exists in the hearts and minds of motivated employees and loyal customers.

Often a leader need only act as editor, shaping stories to align with shared vision

Those stories contain insight on
- What we stand for
- What makes us unique
• How does what we are doing fits with what we stand for, what makes us unique

All little stories about your company/ products should add up to one big story.

**Stories that stick: SUCCESS (Heath and Heath)**

Simple
Unexpected
Concrete
Credible
Emotional
Stories

**Three Storytelling Insights**

1) **Think Arcs**

"Story structure is critical but chronology does not matter (think Pulp Fiction). You just want your story to follow an interesting pattern.” – Oren Jacob

• Distinguishes stories from situation

• Notice: Story climax brings about absolute, irreversible change, e.g., “Well intentioned ambitious young person becomes a corrupt CEO of a large company.”

• Story structure is critical in arousing emotions

• Chronology does not matter. You just want your story to follow an interesting pattern

2) **Start wide, cull many stories before cutting**

"Don’t bore your audience with superfluous information that doesn’t add to the story.” – Oren Jacob

• Interweave the many stories you come up with, then boil down to the essence of each. Make sure the final product reveals the most important part of each character.
• Everything else is superfluous or additive material.
• Keep asking yourself: Is this superfluous
• Read Strunk & White. Then read it again

3) Know when to shut up
"Don’t explain everything. Let the audience draw their own conclusions and interpretations.” – Justine Jacob

Brevity makes the audience feel respected. Brevity mystifies.

Story Telling Tips

1. "A good story, well told."
   => A good story is not enough. It must be well told.

2. "What happens is fact, not truth."
   => Truth is what we think about what happens.

3. "A story must somehow express everything you left out."
   => Let audience make inferences.

The Better Story

Story 2 is better than story 1
(1) X => Z
(2) X => Y => Z

Y = tension, the point of no return  
Tension builds 2 things  
   Engagement (b/c the listener keeps guessing) 
   Memorability

Spreading Stories and Tipping Points

"Tipping points should be thought of in series, using the momentum of one to set off another instead of thinking of them as discreet events.” – Dana

"A key to creating tipping points here is the idea of “all or nothing” – either you get the votes and get to the top story on a site (via others voting on it), or you don’t...” – Ashley
Viral Equation: (% people who pass on the story) x (% invitations accepted) x (average number of people invited)  
If > 1, then goes viral

Two types: “Popular” or “Viral” 
Content fits audience

**Tips:**
- Know the algorithm 
- Need time investment to start 
- Experiment + learn with low investment

**Chain Reactions**
- One tipping point helps sets off another 
- Build Funnels and breadcrumb users 
- Track evolution and timing

**Action Messages**
- **G** What is your headline? 
- **E** What is your story? 
- **T** What can someone do?

"Now you will learn how to tell a story.” – Jennifer Aaker

"Tell me the facts and I’ll learn. Tell me the truth and I’ll believe. But tell me a story and it will live in my heart forever.” – Old Indian proverb

"Take the risk of creating drama for the audience.” – Sophie

"Bottom line: know your audience and target your message.” – Ashley

"You have to dive in and become the characters if the lights/power/computer go out, be ready for ‘what if’ scenarios to still sell people on your idea.” – Micah

"Have an 'unexpected factor” – - Vanessa

"Music almost always helps to engage” – Justine Jacob

"- A silhouette factor let’s you know what to cut from a program by judging the number of people that walk out of the show.” – Oren Jacob
Skill 3: Think Small

Think small to think new
You need new ideas to be successful, often new ideas come out of thinking small.

Think small to think deeply
Zooming in will enable you to see granular details and discover revolutionary insights. Focusing on large ideas makes in-depth exploration difficult, if not impossible.

Be small to think small
Corporations, VCs, executives are visionaries, they thing “big”. To balance this, think small, don’t be distracted.

Often, the biggest rewards are the small ones
A thank you, 5 minutes spent with mother.

Micro v. Macro - A Tale of Two Methods
Psychology and Economic. Both important
Start big; then to clarify add detail. Way more detail
Vietnam Memorial
- Macro: tremendous sacrifice and tragedy of the war
- Micro: the thousands of individual names and stories that make up the memorial

Two Forays (Sep Kamvar)
We Feel Fine: continuously crawls the blogosphere for sentences that contain “I feel” or “I am feeling”

I Want You To Want Me: continuously crawls online dating sites

Banksy: Art of Disseminating Ideas to Ordinary People
Refereed publications are essential. Then ass a complement to publications, involve the public in the conversation.

Four lessons
Have a Point.
Tailor the Medium to the Mission.
Be playful. Playful messages and images increase engagement.
Bring the work to where the people are
- Corollary 1: Make people feel it viscerally
- Corollary 2: Don’t be afraid to work outside the system.
WORD OF MOUTH ADVOCACY (TREMOR)

Engage: Word of Mouth Advocacy
P&G Consumer Segmentation

- Trend Setters – Once their idea is adopted, they drop it.
- Connectors – 5X larger social network than average
- Trend Spreaders – More focused on “we”

Focus on “connectors”

Having the right message: Difference between message people want to hear and message people want to share.

| Advocacy Factors “Reason to Care” | Does the connector think the product/idea is worth his/her advocacy? | • Exclusivity of Information
• Likeability
• How New/different Simplicity |
|----------------------------------|-------------------------------------------------|--------------------------------------------------|
| Amplification Factors “Reason to Share” | How likely is it that the product/idea will be talked about within social networks? | • Social Currency
• Easy to Talk About
• Easy to Observe
• Narrow vs. Broad Interest |

Why “Wassup guys” and little elves don’t move product...
High word of mouth potential: Need high advocacy and high amplification.

“Buzz Marketing”
(Amplification without Advocacy) Does Not Drive Business

People like to stay in psychological equilibrium; people talk if equilibrium is disrupted, talking helps return to equilibrium

Consumers talk about brands for 2 reasons:
1) Positively reflects on the consumer
2) Consumer feels that he has something that will help someone else (altruism)

Brand Congruency: information presented on brand must be congruent with foundational truth most of the time and incongruent some of the time

Messages need to be rooted in foundational truth of the brand most of the time and need to be related to disruptive equilibrium only some of the time

"Why Do People Share Ideas?"

Disruptive Equilibrium

Human mind pre-wired to talk when equilibrium is disrupted. Word of Mouth Advocacy activates this phenomenon

Must be connected:

```
<table>
<thead>
<tr>
<th>Phase</th>
<th>DISCOVER</th>
<th>CREATE</th>
<th>EXPAND</th>
<th>GO</th>
<th>EVALUATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key Alignment Decisions (Go/No Go)</td>
<td>Define the 'Who', Define the 'What', Define the 'Who'.</td>
<td>Art Approval, Final Art Prototypes.</td>
<td>Program, Print, Fulfill, Send to Consumer.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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BARACK OBAMA CASE

“The best marketing campaign in history”

Barack Obama campaign leveraged Google, CurrentTV/Twitter, and Facebook to an innovative new experience in political marketing.

- Current TV, a social news network (current.com), took the conversation that people were having on twitter and pushed it through TV. As viewers watched the debates, they could see live commentary from twitter. The company was able to take a fragmented audience and bring them together. People felt involved in the political process. They felt heard.

- Facebook helped to propel a grass roots movement. (When Facebook placed a register to vote banner on its site, targeting adults in Iowa, participation within this demographic increased 3000%)! The company launched politician pages, teamed with news networks like CNN, and served as a platform for several applications that were used to attract donations.

- Lexicon and Causes, which are applications that can be useful in mobilizing friends around a cause, were used. Lexicon tracks where people are talking about what. Currently, the topics that can be search is limited, but I believe this tool has some amazing potential. Causes are one of the most popular Facebook applications. For the Obama campaign, a user could do things such as donate his/her status update or airline miles.

- Eligible voters who didn’t vote cited a lack of information as a primary reason for not casting a ballot. This is where Google stepped in. The company increased access to trusted information and made it easier for people to participate. They were involved in many ways from directing users to appropriate voting locations to handing out video cameras at the Iowa caucus so that the individual experience could be documented. Throughout the campaign, it is estimated that 1800 videos were uploaded for 110mm views. This is equivalent to 46mm in paid advertising—clearly a smart use free of resources.

So, what innovation should we expect in the 2012 campaign?
Mobile technology will play a larger role.
However, more interesting questions stemming from this presentation are: 1) how scalable are the methods that were used in the US election and 2) will traditional brands more willing to increase their use of social media following the success of the Obama campaign? The answer to these two questions is still to be determined.
Conclusion

Change [chānj]
: (v.) To cause to be different
: (n.) The act, process, or result of altering or modifying

Change one person’s life (for the better)
Thank you.

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- **MC Hammer**, Entertainer + Entrepreneur
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- **Jessica Jackley**, Co-Founder of Kiva
- **Oren Jacob**, CTO Pixar
- **Justine Jacob**, Independent Film Maker
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- **Robert Scoble**, Blogger + Social Technology Guru
- **Julio Vasconcellos**, Experience Project – Engineering Virality Bootcamp*
- **Matt Wyndowe**, Facebook – Engineering Virality Bootcamp*
- **Gary Vaynerchuk**, Author of Crush It! [www.GaryVaynerchuk.com](http://crushitbook.com/)
- **Randi Zuckerberg**, Facebook

And
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Words fail me.

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